

STATE OF ALABAMA

DEPARTMENT OF ENVIRONMENTAL MANAGEMENT— FY08 IT STRATEGIC PLAN WORKSHEET

IT MISSION

To provide information and technology services to the Alabama Department of Environmental Management (ADEM)

IT VISION

To provide innovative and cost-effective information solutions to better enable the Department of Environmental Management to serve the people of Alabama

VALUES

- Service

The needs of our customers are foremost in our plans and efforts.

- Competence

Knowledge is critical to our success; therefore, every employee is and will remain technically proficient in their duties.

- Consistent

The Department and our customers can depend on us for reliable, equitable provision of services.

- Honest

We provide information to our clients in the most unbiased and accurate manner possible.

- Excellence

We perform at the highest level of effectiveness.

CUSTOMERS (Expectations)

- Department employees and staff
- EPA
- Regulated Community
- Other Federal and State partners

Expectations

- *Accurate, reliable, timely response to customer needs*
- *Understand core mission and functions*
- *Remain technically competent and knowledgeable*
- *Provide proactive, cost-effective IT options and solutions*

- *Ensure system interface and compatibility*
- *Act as primary department POC on IT issues*
- *Enhance communication with IT providers and agencies*
- *Maintain focus on Department-level needs and systems*

STAKEHOLDERS (Expectations)

- Public
 - Federal and State agencies
- #### Expectations
- *Accurate, reliable, timely response to customer needs*
 - *Ensure system interface and compatibility*

KEY GOALS (1-4)

G1 (DGX): Implement e-government services to allow submittal of digital permit applications and compliance data for the NPDES and Air programs by the end of FY11.

G2 (DGX): Implement e-government services to allow invoiced fees and fines to be paid by electronic transfer of funds by the end of FY09.

G3 (DGX): Implement a GIS-driven system that integrates program data, electronic documents, and spatial data by the end of FY12.

G4 (DGX): Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs by 2.5% by the end of FY08.

ASSUMPTIONS

- FY06-07 initiatives are on schedule
- IT funding projections are accurate
- Senior staff supports changes in business practices needed to meet goals
- EMC supports strategic direction for expanding IT capabilities by passing supporting regulatory measures
- No significant changes in projected EPA requirements

- Projected 10-16% reduction in federal funding, as announced by current administration

WORKLOAD MEASURES

W1: # of clients served

W2: # of data systems supported

STRENGTHS

- Institutional support for IT innovations
- Highly educated and motivated staff
- Knowledge of department programs and processes
- Up-to-date hardware, software, and data telecommunications infrastructure, including physical plant
- Collegial relationship between IT staff, program staff, and leadership
- Responsiveness

WEAKNESSES

- Continued reliance on obsolete mainframe databases (WANG)
- Current ADEM business processes
- Staff turnover

OPPORTUNITIES

- Continuance of EPA's Exchange Network Grant program
- Flexibility within current programs to develop new business processes
- EPA Region 4 leadership's support for expanding IT innovation

THREATS

- Inability of State merit and Personnel System to provide competitive compensation to retain qualified, experienced IT staff
- Additional reduction in federal environmental funding, beyond current publicized levels

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- Continued State reliance on obsolete mainframe systems drain resources and limit ability to expand client-centered practices

OBJECTIVES

- OBJ1 (G1) (# of NPDES programs with digital permit application capability): Implement e-government services to allow submittal of digital permit applications for 2 of 6 current NPDES programs.
- OBJ2 (G1) (# of Air programs with digital permit application capability): Initiate planning for implementing e-government services to allow submittal of digital permit applications for all 3 primary Air programs.
- OBJ3 (G1) (# of NPDES with complete digital compliance data capability): Implement e-government services to allow submittal of digital compliance data for 2 of 6 current NPDES programs.
- OBJ4 (G1) (# of Air programs with complete digital compliance data capability): Initiate planning for implementing e-government services to allow submittal of digital compliance data for 2 primary Air programs.
- OBJ5 (G2) (% of invoices that can be paid through electronic transfer of funds): Implement e-government services to allow any invoiced fee or fine to be paid by electronic transfer of funds.
- OBJ6 (G3) (# of programs integrated into GIS-driven system): Complete integration of program data, electronic documents, and spatial data for Underground Storage Tanks (UST) program and Scrap Tire Program (STP) into GIS-driven system.
- OBJ7 (G4) (% reduction in administrative costs): Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs by 2.5%.

CRITICAL ISSUES

INTERNAL

- IC1 (G1, G2, G3, G4): Projected turnover of key senior programming staff in FY07 and FY08 will reduce capability to efficiently develop, implement, and maintain planned applications

EXTERNAL

- None

STRATEGIES & ACTION PLANS* (Person Responsible/Estimated Completion Date)

S1 (G1): Deploy commercial off-the-shelf (COTS) software to allow submittal of digital permit applications for Construction Stormwater and Municipal Discharge programs.

A. Install selected COTS software in Construction Stormwater and Municipal Discharge programs. (D. Hutchinson) (1 Dec 07)

B. Configure, customize, and load legacy data into COTS software for Construction Stormwater and Municipal Discharge programs. (D. Hutchinson) (1 May 08)

C. Test software configurations. (D. Hutchinson) (1 Jul 08)

D. Place software into production within Construction Stormwater and Municipal Discharge programs. (D. Hutchinson) (1 Sep 08)

E. Monitor and evaluate production. (D. Hutchinson) (30 Sep 08)

S2 (G1): Identify COTS software options for Air programs to allow submittal of digital permit applications.

A. Evaluate COTS software relative to Air data system. (D. Hutchinson) (1 Jun 08)

B. Develop cost estimates and configuration requirements for COTS software options. (D. Hutchinson) (1 Aug 08)

C. Present software options to senior leadership for final selection. (D. Hutchinson) (30 Sep 08)

S3 (G1): Acquire and deploy COTS software to allow submittal of digital compliance data for SSO/CSO (Municipal) and State Indirect Discharge (SID; Industrial) programs.

A. Install selected COTS software in SSO/CSO (Municipal) and State Indirect Discharge (SID; Industrial) programs. (D. Hutchinson) (1 Dec 07)

B. Configure, customize, and load legacy data into COTS software. (D. Hutchinson) (1 May 08)

C. Test software configurations. (D. Hutchinson) (1 Jul 08)

D. Place software into production within programs. (D. Hutchinson) (1 Sep 08)

E. Monitor and evaluate production. (D. Hutchinson) (30 Sep 08)

S4 (G1): Identify COTS software options for Air programs to allow submittal of digital compliance data.

A. Evaluate COTS software relative to Air data system. (D. Hutchinson) (1 Jun 08)

B. Develop cost estimates and configuration requirements for selected software options. (D. Hutchinson) (1 Aug 08)

C. Present software options to senior leadership for final selection. (D. Hutchinson) (30 Sep 08)

S5 (G2): Implement e-government services to allow any invoiced fee or fine to be paid by electronic transfer of funds.

A. Evaluate options available through various e-government services providers for allowing any invoiced fee or fine to be paid by electronic transfer of funds. (D. Hutchinson) (1 May 08)

B. Select contractor and software package options for consideration by senior leadership. (D. Hutchinson) (1 May 08)

C. Present software options to senior leadership for final approval. (D. Hutchinson) (1 Jun 08)

D. Acquire and configure selected software option. (D. Hutchinson) (31 Aug 08)

E. Implement production of e-payment systems and applications. (D. Hutchinson) (30 Sep 08)

S6 (G3): Integrate program data, electronic documents, and spatial data for Underground Storage Tanks (UST) program and Scrap Tire Program (STP) into GIS-driven system.

A. Map relevant UST and STP data to the spatial database engine (SDE). (D. Hutchinson) (1 Feb 08)

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B. Develop ARCIMS application to display UST and STP facilities from SDE. (D. Hutchinson) (1 May 08)

C. Procure, configure, and deploy software that connects geospatially enabled documents from the electronic document repository (FileNet) to related map objects. (D. Hutchinson) (1 Jul 08)

D. Procure, configure, and deploy software that provides a summary of data from program database(s) to GIS system (e.g., Crystal Reports). (D. Hutchinson) (1 Jul 08)

E. Deploy GIS application. (D. Hutchinson) (30 Sep 08)

S7 (G4): Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs

A. Develop specifications that describe the timesheet and leave request application. (D. Hutchinson) (1 Nov 07)

B. Determine if application is best procured as COTS software or developed in-house. (D. Hutchinson) (31 Dec 07)

C. Evaluate identified software options. (D. Hutchinson) (31 Jan 08)

D. Present software options to senior leadership for final approval. (D. Hutchinson) (1 Feb 08)

E. Acquire and configure approved software option. (D. Hutchinson) (30 Apr 08)

F. Implement production of approved option. (D. Hutchinson) (30 Jun 08)

G. Evaluate impact on average administrative costs. (J. Marshall Sanders) (30 Sep 08)

S8 (IC1): Implement an extensive, in-depth training and mentoring program to minimize long-term impact of lost experience due to projected turnover

A. Identify training requirements and potential providers. (D. Hutchinson) (1 Dec 07)

B. Schedule training as needed. (D. Hutchinson) (1 Dec 07)

C. Evaluate use of retired state employee job classification as potential mentors. (D. Hutchinson) (1 Dec 07)

D. Hire and assign selected mentors. (D. Hutchinson) (31 Jan 08)

E. Monitor performance. (D. Hutchinson) (30 Sep 08)

* Action plans will be submitted with Operational Plan, not the SMART Plan.

NOTE: As the planning and budget process continues, you will need to identify spending and staffing requirements for each action step, **if possible**. If not, then estimates will need to be provided for each strategy.

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Key Goals (DGX)	Critical Issues (GX)	Strategies (GX)	Objectives (GX) (Unit of Measure)	Baseline/ 2007 Projection/ 2008 Target
G1 (DGX): Implement e-government services to allow submittal of digital permit applications and compliance data for the NPDES and Air programs by the end of FY11.	IC1 (G1, G2, G3, G4): Projected turnover of key senior programming staff in FY07 and FY08 will reduce capability to efficiently develop, implement, and maintain planned applications EC: None	S1 (G1): Deploy commercial off-the-shelf (COTS) software to allow submittal of digital permit applications for Construction Stormwater and Municipal Discharge programs	OBJ1 (G1) (# of NPDES programs with digital permit application capability): Implement e-government services to allow submittal of digital permit applications for 2 of 6 current NPDES programs.	06: 0/6 07: 0/6 08: 2/6
		S2 (G1): Identify COTS software options for Air programs to allow submittal of digital permit applications	OBJ2 (G1) (# of Air programs that have initiated planning for digital permit application capability): Initiate planning for implementing e-government services to allow submittal of digital permit applications for all 3 primary Air programs.	06: 0/3 07: 0/3 08: 3/3
		S3 (G1): Acquire and deploy COTS software to allow submittal of digital compliance data for SSO/CSO (Municipal) and State Indirect Discharge (SID; Industrial) programs	OBJ3 (G1) (# of NPDES with complete digital compliance data capability): Implement e-government services to allow submittal of digital compliance data for 2 of 6 current NPDES programs.	06: 0/6 07: 1/6 08: 3/6
		S4 (G1): Identify COTS software options for Air programs to allow submittal of digital compliance data	OBJ4 (G1) (# of Air programs that have initiated planning for complete digital compliance data capability): Initiate planning for implementing e-government services to allow submittal of digital compliance data for 2 primary Air programs.	06: 0/2 07: 0/2 08: 2/2
G2 (DGX): Implement e-government services to allow invoiced fees and fines to be paid by electronic transfer of funds by the end of FY09.	IC1 (G1, G2, G3, G4): Projected turnover of key senior programming staff in FY07 and FY08 will reduce capability to efficiently develop, implement, and maintain planned applications EC: None	S5 (G2): Implement e-government services to allow any invoiced fee or fine to be paid by electronic transfer of funds	OBJ5 (G2) (% of invoices that can be paid through electronic transfer of funds): Implement e-government services to allow any invoiced fee or fine to be paid by electronic transfer of funds.	06: 0% 07: 0% 08: 100%
G3 (DGX): Implement a GIS-driven	IC1 (G1, G2, G3, G4): Projected	S6 (G3): Integrate program data,	OBJ6 (G3) (# of programs integrated into	06: 0

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system that integrates program data, electronic documents, and spatial data by the end of FY12.	turnover of key senior programming staff in FY07 and FY08 will reduce capability to efficiently develop, implement, and maintain planned applications EC: None	electronic documents, and spatial data for Underground Storage Tanks (UST) program and Scrap Tire Program (STP) into GIS-driven system.	GIS-driven system): Complete integration of program data, electronic documents, and spatial data for Underground Storage Tanks (UST) program and Scrap Tire Program (STP) into GIS-driven system.	07: 0 08: 2
G4 (DGX): Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs by 2.5% by the end of FY08.	IC1 (G1, G2, G3, G4): Projected turnover of key senior programming staff in FY07 and FY08 will reduce capability to efficiently develop, implement, and maintain planned applications EC: None		OBJ7 (G4) (% reduction in administrative costs): Implement an electronic employee timesheet and leave request application to reduce average departmental administrative costs by 2.5%.	06: \$? 07: \$? 08: \$?
		S8 (IC1): Implement an extensive, in-depth training and mentoring program to minimize long-term impact of lost experience due to projected turnover.		